

Human Capital Strategic Planning for the DoD-wide AT&L Workforce

Working Group Meeting (WG04-1)



September 24-25, 2003



Agenda

Wednesday, 24 Sept

- 1230 Opening Remarks and Introductions - HCSP Working Group**
- 1245 Overview of HCSP**
- 1300 Overview of Acquisition Data Initiatives**
- 1400 Break**
- 1415 Discussion: Data & System Requirements to Support HCSP**
- 1545 Closing Remarks**
- 1600 Meeting Adjourned**

Thursday, 25 Sept

- 0800 Opening Remarks/Working Group Norms**
- 0815 HCSP Meeting Planning**
- 0830 Discussion: Identification & Definition of Issues**
- 0930 Break**
- 0945 Discussion: Tackling the Issues**
- 1115 Next Steps/Closing Remarks**
- 1130 Meeting Adjourned**



Overview of Human Capital Strategic Planning (HCSP)



Background of HCSP for DoD AT&L

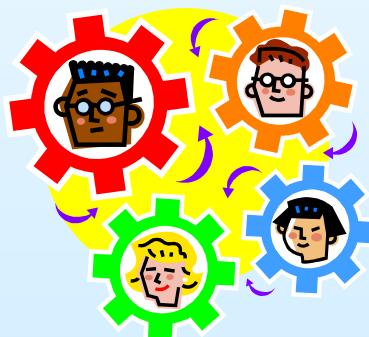
- **Acquisition 2005 Task Force Report (Oct 2000) - “Shaping the Civilian Acquisition Workforce of the Future”**
 - Assessed current state of DoD AT&L Workforce “retirement crisis” and shift in expectations of Acquisition Workforce
 - Provided 31 recommendations, including Strategic Planning and Workforce Data Management
 - Recommendation #1: “Develop and Implement Comprehensive, Needs-based Human Resource Performance Plans for the Civilian Acquisition Workforce”
 - Plans were defined as first step in Workforce Shaping
- **Workforce Shaping**
 - Provide the right mix of people and skills
 - Align the workforce with the strategic mission of the organization
 - Mitigate the projected “talent drain” caused by impending retirements



Elements of HCSP

- **Strategic Intent**

- Assess functional and corporate strategy
- Assess environmental changes that will impact workforce



- **Workforce Characteristics**

- Determine critical characteristics for future workforce (future desired distribution)
- Assess current inventory of these characteristics
- Quantify future expected inventory based on workforce trends



Elements of HCSP (cont'd)

- **Gaps**
 - Quantify gaps between future expected inventory and future desired distribution of workforce characteristics

- **Policies and Practices**
 - Design policies or practices to eliminate the gaps





HCSP 2001 - Present

- **AT&L provided procedural and strategic intent guidance**
- **Components developed individual plans**
- **AT&L evaluated Component plans and provided briefing to USD [AT&L] and USD [P&R]**
 - First cycle of strategic plans submitted Aug 01
 - Second cycle of strategic plans submitted Oct 02
 - Third cycle of strategic plans submitted Jul 03
- **No link to DoD Civilian HR Strategic Plan**
- **No link to PB-23 or DoD budget cycle**



Refined Guidance

- **USD (AT&L) Policy Memo (Oct 2002)**
 - HCSP should result in comprehensive set of HR management policies and practices that align the structure, culture, and characteristics of the workforce with the organization's strategic intent
 - Components will establish a convincing business case to justify necessary resources to implement policies and programs
 - HCSP will serve as a lynchpin of the President's Management Agenda
 - Components will prepare annual Civilian AT&L HCSPs which support and directly correspond to the goals, strategies and objectives of the DoD Civilian Human Resources Strategic Plan
 - Components will reflect the HCSP findings in their annual PB-23 workforce budget display submissions



Guidance from 2003 Cycle

- **USD (AT&L) Memo: Guidance for Enhancements to Human Capital Strategic Planning Process (Aug 2003)**
 - Assign dedicated workforce planners with the right competencies and with continuity.
 - Capture the top-line total of the future desired AT&L workforce, as well the breakdown of the four career fields.
 - Determine what impact planned competitive outsourcing will have on the top-lines above, i.e., how will competitive sourcing be used, along with civilian workforce changes, to meet requirements.
 - Create business models that translate strategic guidance into needed workforce skills.
 - Develop a data system that captures competencies and/or skills; as well as modeling and forecasting tools.
 - In an FY 2004 End-of-Cycle Review, include the status of any actions resulting from the first two planning cycles.



Requirements for Enhancing HCSP

- **Integrated, reliable data systems and dynamic modeling tools**
- **Mitigation of the challenges posed by parsing the Acquisition Workforce and conducting planning for individual career fields**
- **Stronger senior & mid-level management support**
- **Increased formal communication and collaboration among OSD and Components**
- **Clear alignment with P&R and OPM**



AT&L HCSP Today

- **Refined approach**
 - One AT&L HCSP
 - Collaborative working group
- **Movement toward a link with DoD budget cycle**
- **AT&L HCSP Supplement to DoD-wide HR Strategic Plan and Annexes**
- **Exploration of competency management**
- **Making data and modeling requirements explicit**



Overview of Acquisition Data Initiatives



Workforce Data Initiatives

- **Making System changes to DCPDS**
 - Adds an area to capture all DAWIA certifications
 - Add capability to batch update workforce data from Components' systems
 - Planned testing and roll-out in Nov 03
- **Beginning to work with OSD(P&R) on DIMHRS to ensure acquisition data will be captured in the future military personnel system**
- **Creating a Tool for Managers to identify their acquisition positions and associated data**
 - Need to fix how data is being entered into the personnel systems...incomplete and not accurate
 - May need to take other steps such as providing training, checklists or software add-ons, such as the Army's "Gatekeeper" system



Workforce Data Initiatives

- **Development of a prototype Data Warehouse that will be evolved into a future workforce management information system**
 - This could be the data source for inventory projection or other types of models
 - Can be used to collect and store workforce competencies
 - Can be used for other analysis to support Human Capital Strategic Planning
- **Creating Overarching program plan that captures all of the tasks needed to reach the desired end state—improved workforce data (quality and access)**



Discussion: Data & System Requirements to Support HCSP



Data Requirements by Element

- **Strategic Intent**
- **Workforce Characteristics**
- **Gaps**
- **Policies and Practices**



Day One Adjourned